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Department of Natural Resources

270 WASHINGTON ST., S.W.

ATLANTA, GEORGIA 30334

(404) 656-3500

Joe D. Tanner
COMMISSIONER

November 9, 1976

*To Jim
McIntyre
J*

Mr. Jack H. Watson, Jr.
Carter-Mondale Policy Planning
National Bank of Georgia Building
Suite 2811 - 34 Peachtree St., NW
Atlanta, Georgia 30303

Dear Mr. Watson:

Now that the Governor is elected, I am sure you will be engaged in efforts to effect a smooth transition and to consider means of implementing his intended improvements. I regret sending this to you when you are physically moving to the Washington area, but the subject of natural resources reorganization is one of high priority in the Governor's program.

I am familiar with methods used to reorganize our state government because I was a committee chairman of the Goals for Georgia program, a member of the State Game and Fish Commission, and am the immediate past chairman of the Board of Natural Resources. During reorganization, at my suggestion, the Governor created a special committee on which Joe Tanner and I served to consider bringing the State Forestry Department into DNR. While Forestry elected not to join, the decision could have gone either way. At present, 23 states have consolidated natural resource functions under either cabinet or commission form and this trend is growing.

As an initial step in federal reorganization, I presume the Governor will utilize the same procedure as in Georgia - the creation of a task force of legislators, professionals and lay leaders from the resource use areas. If this is done, I suggest the private professional segment considering natural resources include such individuals as Daniel A. Poole, William Towell, Tom Kimball, John Gottschalk, and Henry Clepper.

Reorganization of federal agencies can yield a resolution of conflicts regarding renewable resource management, save substantial funds, and make these resource programs both more responsive and of greater substantive service to the public.

While there are many others, three major problem areas which must be addressed in considering reorganization of the federal renewable resource governing establishment are the following:

1. Conflicting policies among statutes and federal bureau administration regarding wetlands. The ambiguities are particularly significant for inland wetlands, where one bureau pays to preserve, another to manage, another to prevent pollution, still another to impound, and others to destroy these areas. A national policy and commitment

on wetlands is needed. Most of these administering entities are duplicated at the state level. Public concern is high because economic and environmental issues are intertwined.

2. Management of the Nation's forest resources also is treated with a similar set of conflicting philosophies. The National Park Service has a non-harvest policy; the Bureau of Land Management has a new policy, as yet untested, based on a recent, rather weak, organic act; the Forest Service is still, despite recent legislation, in a polarized conflict with protectionists over its timber harvesting and grazing policies; the Fish and Wildlife Service is in a controversial internal reorganization so serious many of its refuge land managers are seeking legislative relief. Morale is the lowest I have seen in this agency in 25 years.

To stimulate private forestland management we have the federal Forest Incentives Act spearheaded through the ASCS program, the State and Private Division of the U. S. Forest Service, technical assistance to landholders furnished by the Soil Conservation Service and the Agricultural Extension Service, as well as technical assistance to landowners by major forest industry concerns, and private programs such as the Tree Farm Program. Significant aid is furnished landowners by state forestry departments, some of which are within state natural resources departments while others are autonomous.

3. The federal role in management of the Nation's wildlife, while somewhat better defined by treaties and congressional acts, is, nevertheless, a subject of considerable controversy. The states are fearful of further usurpation of their time-honored authority through additional extension of federal power as evidenced by the recent court decision in the Burro Case. There is a need to apply some level of management to non-game forms and their habitats, and hunting of wildlife has become a major social issue, with highly polarized groups pro and con, and a vast uncommitted majority. (c. f. s. 3887, Cong. Record Senate. Oct. 1, 1976)

Until reduced to personal possession by legal means, resident wildlife is the property of the state, and the state wildlife agencies have interfaces with many federal agencies in at least four departments. Within the federal establishment authority for wildlife programs and habitats is scattered, necessitating considerable inter-departmental coordination. Wildlife research on public lands, most of which are administered by Agriculture, is a responsibility of the Fish and Wildlife Service of Interior. Besides this, other congressional acts have sought to induce closer coordination. In spite of these laws, the Alcovy River PL 566 controversy finally involved several federal departmental under-secretaries, independent federal executive agencies, the state, and numerous local government and private organizations.

Perhaps the most logical basis for an initial compartmentization of federal natural resources functions would be the segregation of those having to do with renewable and with non-renewable resources. Management concepts for renewable resources of soil, water, forests, fish and wildlife are directed at a sustained or increasing yield, while those concepts for use of non-renewable resources of minerals, uranium, fossil fuels, and even in the long term - geothermal - are those of developing and rationing on an ever decreasing supply base.

Because of this fundamental difference most natural resource professionals oppose the Energy and Natural Resources Department proposed by Senators Ribicoff and Jackson (S. 3339 - c.f. Cong. Record - Senate Apr. 28, 1976, p. S6070). Senator Talmadge two years previously submitted to the record very fine statements by McArdle, Cliff, and Crafts in opposition to a similar proposal contained in S2136. (Cong. Record - Senate, March 7, 1974, p. S3105ff.)

A second great difference between renewable and non-renewable resources is the ability of the former to provide an array of multiple public and private uses while development of the latter usually is directed at a single consumptive use - energy or raw material production. A different management orientation clearly is called for.

I could not agree more with the Governor's call for an aggressive energy policy; it is a sad commentary Americans cannot recognize this as an impending crisis of the most major proportions. A Department of Energy and Minerals is essential, with a Cabinet stature second only to Defense.

In spite of well understood technology, as exemplified by Dr. J. R. Williams of Georgia Tech, it may be years before solar components are as readily available as plywood sheeting and scantlings at the local discount lumber yard. A Department of Energy and Minerals should aggressively attack such problems, and channel product development and marketing expertise into such obvious energy conservation areas. There are many other examples of foot dragging in the energy area.

While there are still some important interfaces which will need coordination, consolidation of present natural resource program areas through creation of an Energy and Minerals Department to replace Interior and a restructured Department of Agriculture and Natural Resources will reduce the heterogeneous groupings of unrelated professions in both existing Departments. It will reduce the conflicting objectives within and without Agriculture - Interior and the inter-departmental coordination now required, as well as reducing the present complex overlapping of responsibilities such as I have outlined in the preceding three examples.

The Department of Agriculture and Natural Resources would include:

Bureau of Land Management (minus functions dealing with minerals under mining laws) There will likely be proposals to amend the present Mining Act during the next Congress.

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Bureau of Outdoor Recreation
National Park Service
Fish and Wildlife Service
Forest Service
Soil Conservation Service
Farmers Cooperative Service
Agricultural Research Service
Cooperative State Research Service
Extension Service
Agriculture Stabilization and Conservation Service
National Marine Fisheries Service plus Coastal Zone Management

Transfer the present from Department of Agriculture to other agencies:

Farmers Home Administration to Housing and Urban Development
Rural Electrification Administration to New Department of Energy and Minerals
Commodity Exchange Authority to Commerce
Agriculture Marketing Service to Commerce
Economic Research Service to Commerce
Commodity Credit Corporation to Commerce
Food and Nutrition Service to Health, Education and Welfare
*Animal and Plant Health Inspection to Health, Education and Welfare
Packers and Stockyards Administration to Commerce
Export Marketing Service to Commerce
Foreign Agricultural Service to State

The Department of Energy and Minerals would include:

Bureau of Reclamation and Civil Functions of the U. S. Army Corps of Engineers
Energy Research and Development - Administration
Bonneville Power Administration
Southeastern Power Administration
Southwestern Power Administration
Alaska Power Administration
Defense Electric Power Administration
Rural Electrification Administration
Atomic Energy Commission (functions, not regulatory)
Federal Power Commission (functions, not regulatory)
National Oceanic and Atmospheric Administration
*U. S. Geological Survey
Bureau of Mines (minus regulatory functions)
Administration of mineral laws (Resource management of BLM lands in the Department of A&NR would be similar to national forests with respect to minerals.)

Transfer from present Department of the Interior to other agencies:

*Bureau of Indian Affairs to Health, Education and Welfare
Territorial - Virgin Islands, etc. to State or Health, Education and Welfare

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Several key provisions are needed to ensure workability and efficiency of the above arrangement:

1. The work of both departments, other agencies, and jurisdictions have similar federal activities and responsibilities for water and related land resources. This requires a Commission or Council, patterned along the format of the Council on Water Resources, and having oversight, comprehensive planning authority and reporting to the top level of government (The President). The purpose of such a group is to resolve major interdepartmental resource confrontations at the federal level.
2. The Department of Energy and Minerals must be provided with the authority, responsibility, and congressional directive to conserve the Nation's nonrenewable resources.
3. Area management of the public lands of the Department of A&NR must be accomplished by a series of line-staff relationships at each management level. Overall coordination of functional policies and programs to be accomplished at the central office and transmitted to lower levels through the line officers. Provision should be made that Bureau chiefs, directors, or administrators and all subordinate line officers be professional career people.
4. All strictly regulatory functions should be separated from those agencies having a primary promotion and development mission.
5. The Act should retain the consultation requirements of the Fish and Wildlife Coordination Act, Section 12 of the Watershed Protection and Flood Prevention Act, NEPA, and the Endangered Species Act.

Additional rationale for a Department of Agriculture and Natural Resources is based on these facts:

1. Ninety percent of the continental U. S. is rural land producing trees, forage, crops, wildlife, water and recreational opportunities. Seventy percent of these lands are privately owned and sustain the most productive forest and grazing land and a good share of the wildlife habitat and recreational opportunities. The renewable resources from public lands, valuable as they are, can only contribute a minor share of the Nation's needs. It is essential the various resource uses (including wilderness) of public and private rural lands be coordinated if the greatest value to the American people is to be realized. Coordination is also needed between uses of public lands classified or set-aside for various public purposes.

2. The management, use or preservation and protection of renewable natural resources for various purposes require similar or associated disciplines and professions. Placing the federal responsibility for renewable resources in one department provides a homogeneous combination of background and professional knowledge that is essential to unified policy and action. Similarly, it offers the opportunity to minimize duplication of efforts in both administration and research.
3. Most federal lands are located far from Washington and often are intermingled with private ownerships, farms, ranches, and forests. Agricultural assistance programs require locally based administrative officers, similar and often in the same area as federal land managers and officers. Federal officers involved in the management of natural resources take part in planning with the local farmers, ranchers, and woodland owners. At present there may be several bureaus and at least two departments represented in rural community planning. Obviously, by combining federal responsibility for renewable natural resources in one department, more uniform policy direction would be achieved, resulting in cohesive and consistent effort with less costs and duplication.
4. Area management is applicable on a department-wide basis as well as on an agency-wide basis. Each land management agency will have a paramount purpose, and may, in some cases, deal with the same resource or programs as another agency with a different basic objective. Coordination can best be achieved by providing a single authority to give final direction to the resolution of agency recommendations. This provides a unified approach among the agencies involved in the field execution of the national program. At the same time, in accord with the agency's management concept, each agency is able to retain complete responsibility for all functions and resources on logical land management units within its jurisdiction. Location of the Forest Service and the Bureau of Land Management in the same department looks forward to a merger of the two resource-management agencies.

The principle of multiple use is not limited to administration of public land. It is applicable to private lands as well. This proposal recognizes there will be a number of rural assistance agencies within the department that are functionalized at the agency level to deal with specific goals of the landowner. This does not preclude management of private land for its highest use, nor its development for the maximum number of compatible resource uses. By bringing all functionalized assistance agencies within one major department, with unified direction in the planning and execution of assistance programs and correlation with public land management, optimum use of all the land is more likely to be achieved.

Emphasis on the rural sector in the proposed reorganization does not overlook the close tie between rural resource programs and resulting benefits to

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urban America. People in cities depend on the wood, water, food and fiber which come from the rural sector. The upsurge in recreation use of our state and federal forests, parks, wildlife refuges, and reservoirs is evidence of the reliance on opportunities found on nonurban lands.

The well-being of the rural areas directly affects the well-being of the entire Nation. Thus, we increase our overall social and economic strength when we deal more efficiently and more effectively with the development of crop, pasture, range, forest, and wildland of rural America.

I have marked three Bureaus in the preceding with an asterisk to illustrate interdepartmental interfacing. The Animal Disease Eradication branch of USDA has among others major authority to investigate and suppress epidemic diseases in domestic livestock. If a foreign disease, such as foot and mouth or rinderpest, was to enter this country and go undetected for four days, the eradication cost is estimated at 40 million dollars.

There are also obvious relations between domestic animal diseases and wildlife as well as implications with human health.

The U. S. Geological Survey has been most aggressive in use of satellite and RB70 imagery, not only in prospecting for fossil fuels but in detection of forest and range diseases, fishery resources, water quality monitoring, and changes in land use. Interdepartmental interfacing here will be substantial and a means of coordination will be essential.

Land management functions of the Bureau of Indian Affairs should be transferred to Agriculture and Natural Resources, either as a separate Bureau or consolidated with BLM. The land here involved is substantial in acreage and multiple use management of it is in the best interest of both the American Indians and the Nation.

Much of the authority to manage renewable natural resources on private lands, (and some on federal public lands as well) is the responsibility of the states. Realignment of federal agencies as suggested will reduce the coordination required between such agencies as the Georgia Department of Natural Resources and the federal establishment in the state.

Sincerely,

Leonard E. Foote, Member
Georgia State Board of Natural Resources

LEF:gm

cc: President-elect Carter
Senator Herman Talmadge
Mr. Charles Kirbo
Mr. Joe D. Tanner
Mr. Wade Coleman
Mr. Chuck Parrish

of Congress, who, though they sometimes may not be able to make something they like happen, can always stop anything they don't like. Because of this fact, I would strongly urge that any reorganization attempt by the Governor, assuming his election, be made in full cooperation with the affected Congressional Committees.

① → (Forest) Bill Towell⁽⁵⁴⁾ - Ex Dir. Am Forest. Assn (Missouri)

Asst for
Fish, Game
Parks ② Rott Herbst (Minn. Dept. Nat. Res.)
① Dr. Larry Fahn⁽⁴⁷⁾ V.P. Wildlife Mgmt. Inst.
③ Claire Dedrick (Calif.) Admin Resource Agency

Jim Giltmeir for US Forest Service
on Talmadge Committee - from Ill.

John
Dr. Goschell

Mines Energy
land/water

U. Sec. Bromery (Mass.)
Joseph (Ind)

Chuck
Parrish Admin Asst.

Asst. - Blum

Dep. - J. White

- Clifford Wharton - no James Bonham Int. Ag. Econ

Asst - Rural Dev - Spain Amer. for N. Mex.

Asst - Consumer - Carol Foreman

Ag Market Services
for Calif

Asst - Forest - U. Montana

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Kitty

Jimmy Carter
Plains, Georgia 31780

6-27-76

To Sen. John Pastore

I appreciate your clear & comprehensive letter about nuclear energy. It is very helpful to me in understanding the potential & limitations on atomic power.

My hope is that, as President, I can achieve a clear understanding among our people of the proper role of nuclear reactors within an overall energy policy of optimum benefit to our nation.

Jimmy

file Main
file - Energy
Nuclear

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Congress of the United States

JOINT COMMITTEE ON ATOMIC ENERGY

WASHINGTON, D.C. 20510

June 16, 1976

*Stu -
Excellent
data
J*

The Honorable Jimmy Carter
Plains, Georgia 31780

Dear Governor Carter:

I am most appreciative of your courtesy in having your May 13 address on nuclear energy at the United Nations sent to me. I extend to you my hearty congratulations on the speech which deals with a subject of vital importance to the future of our country as well as to the vast majority of all of the people of the world.

In carrying out my legislative duties as a long-term member and Chairman of the Joint Committee on Atomic Energy, my attraction and interest have been in the safe and prudent development of the peaceful atom. It is from that perspective that I am pleased to offer for your consideration, as requested, some of my thoughts on both the future domestic and international development of commercial nuclear power.

The opposition to nuclear power is concerned about safety--particularly the possibility of a catastrophic reactor accident; the long-term storage of radioactive wastes; and the protection of nuclear materials so that they cannot be stolen and used to make nuclear bombs. Caution and care in the development of commercial nuclear power are, of course, understandable. It was known from the very beginning of the atomic energy program in this country that its use is not completely without risk. The Congress insisted from the outset of the commercial nuclear power program that safety be of paramount importance. Without safety there is no question but that the substantial benefits of the peaceful atom should not and can not be available for our people.

I am aware of no reliable data or expert opinion which would support a conclusion other than that the public can now have confidence that the commercial nuclear power program is being closely supervised and regulated to assure that the public health and safety is adequately protected and that the activities are compatible with our environment.

Although a deliberate and cautious approach to commercial nuclear power is understandable, it is regrettable, in my judgment, that the dialogue on the subject focuses only on certain narrow issues which probably are

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the ones which have attracted immediate attention and avoids the fundamental national policy questions which must be considered by responsible officials.

I view the energy policy of this country, including the role of commercial nuclear power, as a vital and inseparable part of the national goal which the leaders of our country have been seeking for years--full employment and a stable dollar in times of peace so that the vast majority of our people who yearn for a better life for themselves and their children will not be hopelessly foreclosed of opportunities to help achieve this fundamental human desire.

There are admittedly extremely complex economic and political factors which are involved in meeting that goal and the availability of electricity is only one factor. Nevertheless, domestically as well as worldwide, energy availability, gross national product and employment levels are closely related. Most recently, the oil embargo in 1973 followed by the sudden and enormous price increases in oil and coal, contributed substantially to the worst economic recession and the highest unemployment level since the great depression. Similar events would again needlessly and massively depress the economy and add to the cost of living for all Americans. Those who will be affected first and the hardest will be those who are already economically distressed and those who are just on the brink of achieving a better life. The social cost of such an occurrence could be tremendous, both in terms of dollars and, more importantly in other respects which go to the very heart of our strength as a nation in which the fires of freedom, self-government and human dignity continue to burn in the hearts and minds of its people. Anything less is a prospect which a responsible Government should not ask Americans to accept.

I therefore believe that our national policies for the continued development of commercial nuclear power must depend in large measure on the contribution which it is making and can make to improve the quality of life for our people. In very plain and fundamental terms, the question which must be answered is whether substantial benefits to our people are being supplied by nuclear power, and if they are, what are the alternatives to nuclear.

Most people would agree that inadequate electricity in this country over a long period would involve economic and social disaster for many Americans. The best prediction today is that the demand for electricity in this country will continue to grow substantially, even with the adoption of numerous energy conservation measures which are only now being identified and developed.

All of the informed opinion on the subject of energy availability for the balance of this century supports the conclusion that it is unrealistic

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to assume that either coal or nuclear alone can meet projected energy demands, and it is clear that if these demands are to be met, both must be used, as well as substantial help from effective conservation measures.

Substantial economic benefits are already being gained from the number of nuclear plants now in operation. A 1,000 megawatt nuclear plant saves the equivalent of approximately 10 million barrels of oil annually.

In 1975, approximately 57 nuclear plants supplied around 9 per cent of the electricity generated in this country. They saved over \$2 billion in fuel costs and over 200 million barrels of oil or some 55 million tons of coal.

According to some of the most current projections, nuclear energy could represent about 26 per cent of electric power generation in 1985. However, the nuclear power projections account for a 30 per cent smaller contribution than earlier projections due to the utility cancellations and deferrals caused primarily by uncertainty in demand growth, financial difficulties and the long lead-time involved in bringing a nuclear power plant into operation.

In addition to the 58 nuclear plants now licensed to operate, there are now 69 nuclear power plants for which a construction permit has been granted. The Nuclear Regulatory Commission estimates that in 1976 operating licenses will be issued for about 10 units and that construction permits will be issued for about 34 units.

There are presently seventy-one additional plants which are under construction permit review, 17 are on order, and 21 others committed by utility announcements of intent. All of these figures represent a total of 236 plants with a capacity of 236,000 megawatts--a little more than one-half of nuclear power commitments in the world.

By the middle of the next decade, if all of these plants are on the line to generate electricity, they should over their lifetime represent the equivalent of about 65 billion barrels worth of petroleum generating capacity. This is about six times the estimated reserves of the Alaskan North Slope. Even at the present price of oil per barrel, the cost of such an oil replacement, assuming its availability, will be approximately \$25 billion annually.

The availability of these nuclear plants would reduce our dependency on oil imports which have increased substantially since the oil embargo in 1973 to the point where they are sometimes in excess of domestic production.

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Moreover, their availability would result in the conservation of petroleum, the supply of which is finite and which has a multiplicity of essential uses other than to produce electricity.

I have not seen any reliable data which supports a conclusion that this nation could supply its energy needs during the remainder of this century without nuclear power as a major source of electrical generation. Indeed, officials of industry and government suggest that even with nuclear power supplying a major source of electrical generation, there may not be enough energy and that significant shortages across the nation may occur in the next decade.

Although I have developed my major premise on the subject, there are other fundamentals which I perceive and which I will now summarize very briefly.

Although we should vigorously pursue research, development and demonstration on solar power, fusion, geothermal and other "future" technologies, none of these technologies have yet been proven. Until they are proven, we will have to rely on existing technologies. With our dwindling supplies of oil and natural gas, steps should be taken to conserve those resources and not consume them as fuel for new base load electric generating plants.

The Federal Government should provide adequate funding for research, development and demonstration for promising energy technologies up to the point that it is reasonable to let the marketplace take over.

Safety has been and must continue to be an indispensable and paramount element in the use of commercial nuclear power. Nuclear power reactors now in use in this country have proven themselves to be safe, reliable, economic sources for the generation of electricity. A strong and independent Nuclear Regulatory Commission must continue to assure that the use of nuclear power is completely consonant at all times with the health and safety of the public and that the risks to the public are minimal.

An obstacle to commercial power in this country is certainly the acceptability of nuclear power to the public. This continues to be a major concern, notwithstanding the overwhelming vote by the citizens of California on June 8 to reject an initiative which would have ultimately banned commercial nuclear power in that state. The Federal Government must assert greater effort to earn the confidence and support of the public in its regulatory system for commercial nuclear power. The nuclear industry must

act in a most responsible manner to instill such confidence. Both the Government and industry should assure that full and frank information on the risks involved is provided to the public. Complete candor in this regard is an indispensable element in public acceptability and in arriving at informed decisions which the public will ultimately reach on the acceptability of this technology.

The Federal Government must move vigorously without further delay in adopting and implementing a plan to deal with commercial waste storage. In addition, the Federal Government should proceed expeditiously to complete its review of the policies which must be followed to assure that nuclear materials are properly safeguarded so that they cannot be diverted by terrorist groups or others for any unauthorized purpose.

The Nuclear Regulatory Commission, in cooperation with other interested Federal agencies and departments and with interested states, should take every reasonable step, without reducing the opportunity for proper public participation in licensing proceedings, to make the licensing process as efficient and as effective as possible.

The challenge of providing international control to assure that the benefits of the peaceful atom are achieved without proliferation of nuclear weapons will require continuing aggressive leadership, patience and vigilance on the part of our Government in insisting, through diplomacy, that the other supplier nations of the world exercise their influence in developing acceptable international policies to prevent the proliferation of nuclear weapons.

Regardless of what course our domestic commercial nuclear power policies might take, the fact is that in much of the rest of the industrialized world, reliance on commercial nuclear power is moving ahead rapidly because there is no present alternative to nuclear power.

It was recognized from the beginning of the peaceful nuclear program that there would be in the world an increasing number of nuclear suppliers and recipients and therefore it would be in this Nation's interest to develop a safeguards system administered by a strong international organization of broad membership. That organization is the International Atomic Energy Agency. It continues to be in the interest of this country to assure that the IAEA is strong and effective.

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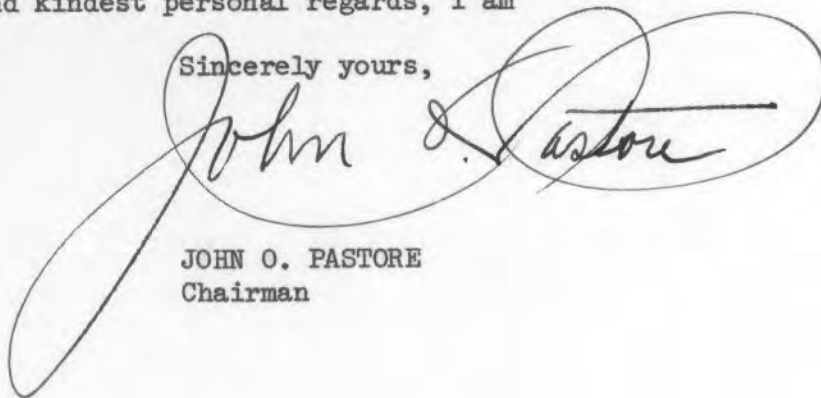
Our policies must recognize that the power of international control of the commercial atom in sovereign countries is not without practical limitations. With an awareness of that fact, and in recognition of our responsibilities under the Non-Proliferation Treaty, our country's approach should not be to abandon the sought-after goal of international control, but to continue to participate in international nuclear trade and by such involvement do all within our power to assure the strongest and most effective non-proliferation controls.

In closing, I would like to emphasize that the commercial nuclear power policies of this country were developed in a very deliberate, step-by-step fashion over a period of years. As early as 1954, it became an important national objective to develop nuclear power as a source of electricity. This policy has consistently received the overwhelming support of the Congress on a bipartisan basis and of all Administrations. The wisdom of that policy has become especially important in view of the energy shortages which we began to experience for the first time in this decade. I believe that with aggressive and positive leadership in the Executive Branch, in cooperation with the Congress, nuclear power can continue to make an important and indeed increasingly vital contribution to our energy requirements. If something better comes along to take its place, the American people will be the beneficiaries. Until that day arrives, I reiterate that the benefits of commercial nuclear power will contribute substantially to the continuing national goal--the improvement of the quality of life for our people.

Again, I very much appreciate your thoughtfulness in giving me the opportunity to express my views. If you have any questions, you may be assured that I will be pleased to assist.

With best wishes and kindest personal regards, I am

Sincerely yours,

A large, stylized handwritten signature of John O. Pastore, written in dark ink. The signature is enclosed within a large, loopy oval shape that extends from the left side of the page.

JOHN O. PASTORE
Chairman



1/2/77
Eastern Michigan University

Ypsilanti, Michigan 48197

December 21, 1976

Mrs. Judy Carter
Route 5, Dogwood Drive
Calhoun, Georgia 30701

Dear Judy:

I want to tell you how very much I enjoyed the opportunity of meeting with you while in Miami, and of my appreciation for the generous amount of time which you gave to me to share some educational ideas. I am so pleased that you have an interest in Community Education, and if you are characteristic of the Carter family personality, then I really believe that we are really in good hands.

At the end of our visit, you requested that I share with you any names of persons whom I felt were appropriate for consideration for a key role in the possible new direction of the Office of Education. I have given your request a great deal of thought and apologize for not being able to really identify a nominee. My problem is that I would like that person to have a good background and understanding in the area of Community Education, and I cannot identify a person of that background who has the stature which I feel will probably be necessary to hold the position which President Carter is attempting to fill. I feel that there are a number of people who would have the administrative ability and the leadership characteristics to occupy such a position. The key to the appropriate selection in my mind will be to find that person who visualizes education as a much broader concept than has been done in the past. We will need a person who not only recognizes the many needs that are still unresolved in the traditional school program, but also, one who is conscious of the tremendous potential which schools can play in our lives in the future. It must be someone who can accept schools as community centers for many community activities, who can increase the educational opportunities for school age children over and above regular school hours, who can grant to our adult population all of the same services which we currently provide to our school age children, who can see the schools for the role they can play in bringing all of our resources to bear on community problems, and who can envision a leadership role for the schools in the development of viable community councils in every community in our nation.

*This man touches on
the ideas I believe
are most important
in education -*

Judy

*Califano
info
J*

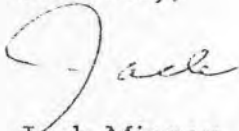
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It seems to me that the key to the selection will be in the establishing of broader criteria than used heretofore for the selection of such a person in this critical role. Many people in and out of the field of education are projecting and predicting that the future of our nation will depend upon a new role for schools in a society in which education becomes one of the highest prioritized items and is viewed as a basic need. Such predictions visualize education and public schools in a role which has never before been attempted, and it is important that the person who has the greatest impact on education in the United States must truly start from a different base than we have used in the past.

Again, let me apologize for not suggesting a name and for engaging in rhetoric rather than nominations. However, I honestly believe that there are currently not many persons with high educational status whose ideas have been permeated by the kind of thinking which I believe will be necessary for us to move our educational programs and systems in the proper direction. I therefore believe that it will be necessary for the President to make clear to whoever takes this responsibility that there are certain expectations which he will be looking for from whoever is selected.

Again, let me tell you how pleased I was to have the opportunity to meet and share some time with you. All of my reports from persons who attended the conference indicate that you were the highlight of the conference, and everyone seems to be both impressed and reassured by your visit. I send my very best wishes to you, and look forward to meeting with you again sometime in the future.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jack".

Jack Minzey, Director
Center for Community Education

JM:bk



STATE OF GEORGIA
DEPARTMENT OF EDUCATION
OFFICE OF ADMINISTRATIVE SERVICES
STATE OFFICE BUILDING
ATLANTA 30334

JACK P. NIX
State Superintendent of Schools

December 20, 1976

S. CAL ADAMSON
Associate State Superintendent

*To Joe
California -
See me re yo
meeting with State
School Supt's -
JC*

MEMORANDUM

TO: Superintendents
FROM: Jess Pat Elliott

Enclosed in this package are the OCR 101 and 102 forms and other materials received from the Office of Civil Rights for your school system. These materials were received in my office on December 20, 1976, and have been immediately distributed to you in order to give you the greatest amount of time for planning for their completion.

President Ford has received a request from the Council of Chief State School Officers to reconsider his earlier decision to require the completion of these forms. Considerable concern is felt throughout the nation, and much concern has been communicated to President Ford because of the timing of the reporting requirement and the lack of knowledge on the school systems that they were required to keep the type of information during the last school year in order to complete this report. Because of the extensive outcry, Dr. Nix has indicated that you would be well advised to *plan for the conduct of this survey but to refrain from the laborious task of actually pulling the information together* until President Ford has responded to the request of the Chiefs. As you know, the Secretary of Health, Education and Welfare has the authority to require that you report this information, however, the President likewise has the authority to override that decision. I will inform you of the President's action as soon as it is known.

Mr. Wilson Harry and I are available to assist you with your efforts. His telephone number is (404) 656-2452 and mine is (404) 656-2402. Please feel free to contact either of us if you have questions.

If you are required to prepare and submit these forms, please return a copy for OCR and this copy for the State Department to me on or before February 1, 1977.

JPE:mm1

cc. Dr. Jack P. Nix

Susan Clough -

See Landon's note regarding
response. Will you prepare?

Rick

1/21/77

Ham Jordan -

The President reviewed the
attached letter and commented:

"I agree"

It is forwarded to you for
appropriate action.

Rick Hutcheson

THE WHITE HOUSE
WASHINGTON

January 21, 1977

Ham Jordan -

The President reviewed the
attached letter and commented:
"I agree"

It is forwarded to you for
appropriate action.

Rick Hutcheson

Rick -
Susa shall be
all to answer the
order

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Gold Rust inc.

244 Perimeter Center Parkway, N.E./P.O. Box 2210 Atlanta, Ga. 30301
Phone (404) 393-5154

D. W. Brooks—Chairman of the Board

January 10, 1977

PERSONAL AND ~~CONFIDENTIAL~~

Honorable Jimmy Carter
President-elect of the United States
Plains, Georgia 31780

Dear Jimmy:

Ambassador Frederick Dent called me over the weekend somewhat concerned that apparently no one has yet been appointed to take over for Trade Negotiations. As you probably remember, I am on the Advisory Committee for Trade Negotiations and, no doubt, that is the reason why he called me personally about the matter.

He stated that they were probably going to announce within the next few days that we had a deficit of \$13 to \$14 billion in our balance of payments for 1976. He felt it was urgent that we move ahead in our trade negotiations immediately or we could have very serious economic repercussions. He also stated that when the Congress passed the Trade Bill, they gave it the same status as a Cabinet post and named him as Ambassador at that time. When this happened, he was Secretary of Commerce, but felt that this job was more important and more urgent than the Secretary of Commerce position. That is the reason why he moved to his present position. He feels that the new Administration has not given enough importance to trade negotiations and although the morale has been extremely high in this department of government, he is afraid that he will have a real drop in morale unless the new Administration moves into this and appoints some top people to take over at the earliest possible date.

I realize that you have been the busiest person in the world in the last month or so, but both from the viewpoint of industry and agriculture, it is urgent that we keep up our exports. I hope that you can find the time to work on this problem within the next few days and hopefully to solve it.

Yours sincerely,

K.W.

D. W. Brooks

DWB:jwt

DETERMINED TO BE AN ADMINISTRATIVE
MARKING BY MDE DATE 1/12/88